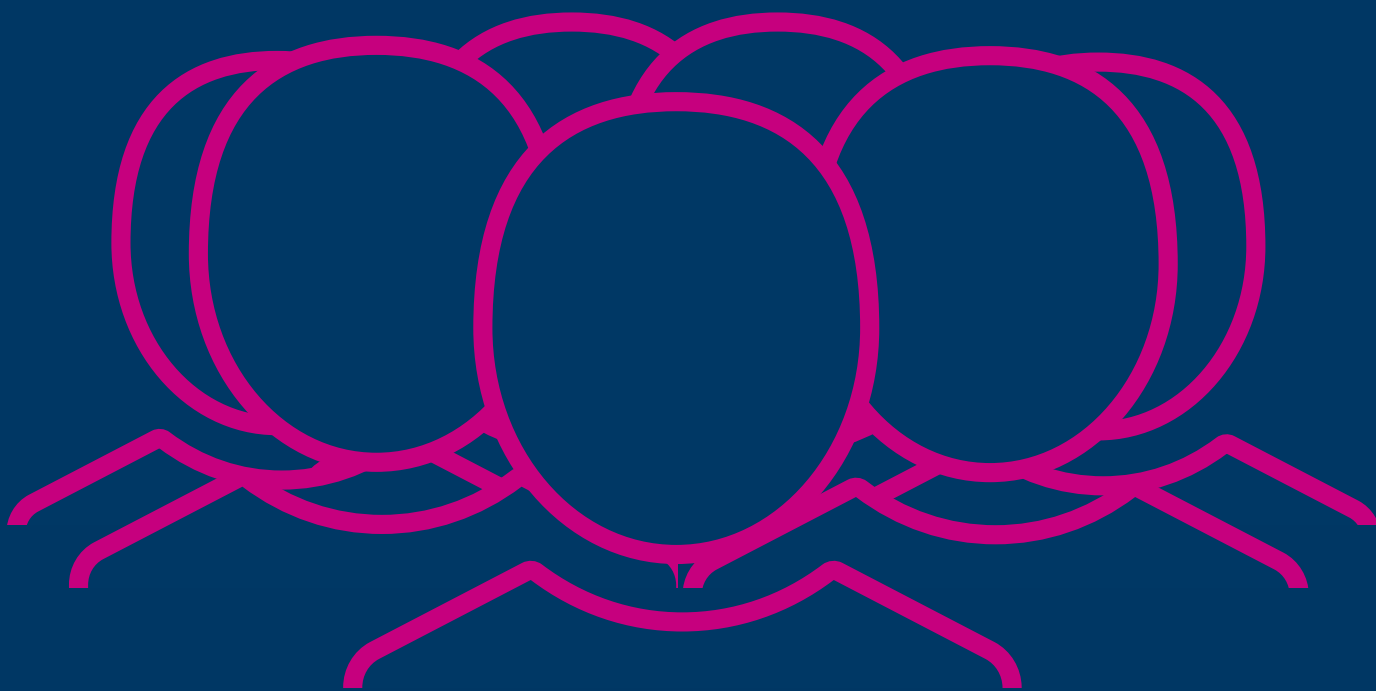


INVESTORS IN PEOPLE™

We invest in people framework



What it takes to be accredited

Let's make work better

80,000 hours.

That's how long most of us will spend at work in our lifetimes.

For something that takes up that much of our time, we think people deserve to get more out of it than a monthly pay cheque. And they definitely deserve more than lying awake on Sunday nights, worrying about the week ahead.

They deserve to do their best work. To know they're in a place where they can grow. To get to the end of the day, and feel like they've achieved something. So let's do something about it.

You're reading this because you think that, too. You want to see what you can do to put your people first. (And when you do that, your bottom line sees the benefit.)

We want to help you **make work better**.

What are you waiting for?

Let's get started.

This is your guide for how we'll assess you

This model measures how well you're doing at leading and supporting your people, compared to other organisations in your industry, or of your size.

As you go through, you'll see the criteria we look for

From how your people feel about the leadership team, to how you reward high performance and how you handle change.

You'll also be able to see what it takes to reach each level of our accreditation; standard, silver, gold and platinum.

Having our mark by your organisation's name is a clear sign that you care about putting your people first. It's recognised all around the world – and only organisations we've accredited are allowed to use it.

There are two main ways we'll work together

The first step is for us to assess how well your organisation is doing against our people framework. Then, we can start advising you on how you can improve over time.

Getting accredited is just the start

Working with us isn't about jumping through a series of hoops to get your accreditation. In a way, the real work starts once you've got your assessment report, and found out your level.

That's when you can start planning what changes you can put in place to make work better for your people. And the most important part of your report will be the recommendations; our suggestions for what to do next.

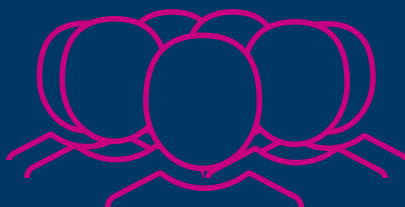
Making work better

Investors in People in numbers



1991

the year Investors in People started. Back then, we were part of the UK government. But we've been independent since **2017**.



£0

the amount of profit we keep. We're a Community Interest Company - that means we put purpose before profits and invest back into the community.



60%

of companies we've accredited predict their business will grow (compared to the national average of 47%)*.

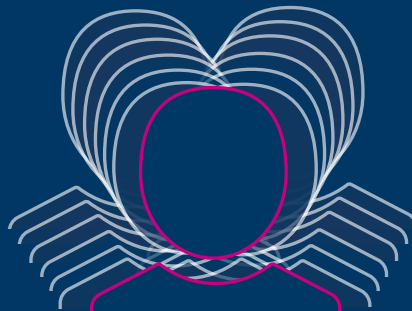
66

countries around the world that recognise the Investors in People mark.



11 million

people we've made work better for (and counting).



How we created our people framework

We worked with hundreds of academics, business leaders and industry experts to design the latest version of our people framework, which we updated in 2015. (In the past, you might've seen it called 'The Standard'.)

All the points that make up the framework are based on research into what makes an organisation succeed in the long-term, and trends in how those successful organisations lead and support their people.



How it works

The journey to accreditation

These steps will differ a little depending on whether you're on our one-year or three-year accreditation.



1. We get to know you

We'll kick things off with a meeting. You'll talk to your practitioner and a project manager, and they'll find out more about your organisation, your people, and what you're looking to get out of this.

2. We survey your people

Next, we'll send out a survey to all your people, to see how they feel about working at your company – and how well they're supported.

The survey's got 38 questions, all based around the indicators for how we'll assess you (more on those later). (This step's only for the three-year accreditation.)

3. We spend time getting to know you

To get to know your people better, we'll spend more time with them. We'll interview a few people one-to-one at your offices, and sit in on some of your meetings, to get more of a feel for life at your organisation. (Or if you're on our one-year accreditation, we'll interview some of your people over the phone.)





4. You get your report

We'll take all our findings, and turn them into a report summing up what we found. This is where you'll find out whether or not you're accredited – and whether you're standard, silver, gold or platinum.

Your report will include plenty of views and quotes from your people, and our recommendations for what you can do next.

5. We help you take the next steps to make work better

Getting accredited is a brilliant achievement, and a definite cause for celebration.

But it's not the end of the journey.

Your accreditation will last for one or three years, and we'll help you create an action plan for what changes your company's going to make over that time.

We'll check in with you regularly to find out how it's going, and measure the effect your changes are having.



How we assess you

The three principles in a nutshell

When we're getting to know you, these are the three big areas we're looking at

Leading

How much trust is there between people and the leadership team?

Do leaders live up to your values, and inspire the right kind of culture?

Supporting

Are the right structures in place so people can do their jobs well?

Are people rewarded for doing well?

And supported properly if they're struggling?

Improving

Are there plenty of opportunities for people to grow and develop?

Is the company ready for any changes the future might bring?

We also make sure that everything we look at ties back to what you're trying to achieve as an organisation. Is the way you're supporting your people helping you get there?

How we assess you

Down to the detail

Leading, supporting and improving each break down into three different areas, which we call **indicators**. That's nine indicators in total.

Each of those nine indicators are made up of three more specific points we'll assess you on (we call those themes). So, overall you're being assessed against 27 different points. You'll find out what level you are for each indicator.

Depending on how well your organisation is doing at each indicator, your practitioner will give you one of four levels for each one: standard, silver, gold or platinum. When they're working out your overall accreditation level, they'll look at how many indicators you have at each level.

Here's a summary of the nine different indicators - the key areas where we'll assess you.

Leading

1. Leading and inspiring people

Leaders are trusted members of the organisation. They clearly communicate the organisation's objectives and motivate and inspire people to work towards them.

2. Living the organisations' values and behaviours

People and leaders alike work with the organisation's values in mind all the time. And they have the courage and support to challenge anyone who isn't doing the same.

3. Empowering and involving people

There's a culture of trust and responsibility in the organisation. Each person feels ownership over their role, and empowered to make decisions.

Supporting

4. Managing performance

Leaders and people alike set the right objectives, track their progress and act on other people's feedback.

5. Recognising and rewarding high performance

The organisation rewards people when they do well. People feel motivated to always do their best work.

6. Structuring work

Each role is designed in a way that works towards the organisation's objectives, creates rewarding work for people, and encourages people to work together.

Improving

7. Building capability

Leaders develop their people and make sure they're given everything they need to thrive at work. And the organisation hires the right people, at the right time, for the right roles.

8. Delivering continuous improvement

The organisation's always looking for ways to improve. Leaders will look beyond their industry for inspiration, and any new approaches they find are welcomed by a culture that encourages innovation.

9. Creating sustainable success

Leaders are aware of how the world around their organisation is changing over time, and are making the right internal changes to not just keep up, but stay ahead.

Getting accredited

What you need to meet each level

There are four different levels of accreditation

Those are standard, silver, gold and platinum.

We'll base your overall level on how well you meet each individual indicator

You can get awarded different levels for different indicators. So you might score a standard in 'recognising and rewarding high performance', but a platinum in 'structuring work'.

When we're working out your overall accreditation level, we'll look at how many indicators you have at each level.

It's not about how big or complex your organisation is

It's about which of these ideas and practices you've got in place - and how ingrained they are at every level of your organisation. So a big, multinational corporate could well get a standard - and a small, innovative start-up could get gold or platinum.

WE DID IT!!



Here's what it takes to meet each level

Standard

Overall, a standard accreditation means you've got the right principles and practices in place. And both your people and your leadership team know what's expected of them.

To get standard, you need to have all nine indicators at a standard level.

Around 68% of organisations we assess are at a standard level.



Silver

Getting silver means that not only do you have the right principles in place, but your people - and your leaders - make active efforts to check they're happening consistently throughout your organisation.

To get silver, you need to have at least seven of the nine indicators at a silver level - plus the other two at standard.

Around 15% of organisations we assess are silver.



Gold

A gold accreditation says that your people and your leaders take full ownership of the practices you have in place to support your people. They're actively trying to make work better for people.

To get gold, you need to have at least seven of the nine indicators at a gold level – plus the other two at silver.

Around 16% of organisations we assess are gold.



Platinum

Platinum's the highest level of accreditation you can get from us. It means your principles, policies and practices around supporting your people are embedded in every corner of your organisation. And in a platinum organisation, everyone – from the CEO to a customer services apprentice – knows they have a part to play in the organisation doing well, and is always looking for ways to improve.

To get platinum, you need to have at least seven of the nine indicators at a platinum level – plus the other two at gold.

Around the top 2% of organisations we assess are platinum.



What if we don't award you an accreditation?

Sometimes, organisations we work with don't have a people strategy that's developed enough to gain a We invest in people accreditation. If this happens, you'll still get our full report and recommendations for steps you can take to grow. We'll work with you on an action plan to get to the point where you're ready to take the assessment again.

We'd like to thank...

Lots of people were involved in creating the We invest in people framework. We'd like to thank them for their input and support.

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Ben Reynolds

Director, Shilling

Dr Anthony Hesketh

Senior Lecturer, Lancaster University Management School

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Associate Professor, Maastricht University School of Management



Get in touch

If you want to find out more about how our people framework works, we'd be happy to talk you through it.



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